



National Energy
Board

Office national
de l'énergie

National Energy Board

2017–18

Departmental Plan

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Chair and CEO
National Energy Board

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Minister
Natural Resources

Canada

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Message from the Chair and CEO

Our 2017–18 Departmental Plan provides parliamentarians and Canadians with information on what we do and the results we are trying to achieve during the upcoming year. To improve reporting to Canadians, we are introducing a new, simplified report to replace the Report on Plans and Priorities.



The title of the report has been changed to reflect its purpose: to communicate our annual performance goals and the financial and human resources forecast to deliver those results. The report has also been restructured to tell a clearer, more straightforward and balanced story of the actual results we are trying to achieve, while continuing to provide transparency on how tax payers' dollars will be spent. We describe our programs and services for Canadians, our priorities for 2017–18, and how our work will fulfill our departmental mandate commitments and the government's priorities.

The National Energy Board (NEB) is proud to be one of the early adopters of the Departmental Results Framework (DRF) under the Policy on Results, which will change the way we assess our performance. We have embraced this opportunity to strengthen our regulatory processes and perhaps even more importantly, ensure that Canadians have the information they need to properly assess and understand our performance.

The NEB has aligned its resources and structure to focus on and clearly define the outcomes we wish to achieve, as the Board delivers its regulatory mandate. The attributes of regulatory excellence — stellar competence, utmost integrity, and empathic engagement — are the foundation for everything we do. To support this and guide management excellence, we have established a Board Member Operating Model and an NEB Management System that will provide the structured governance and an emphasis on assessment and improvement of our performance. This forms a foundation that, along with our emphasis on Public Service values and ethics, will shape the approach we take to our work as a regulator.

Over the next year, the NEB will apply this approach to the programs that support our Core Responsibilities. This includes the delivery of the public review processes before the Board, including those for TransCanada Energy East and Eastern Mainline projects. They will directly support enhanced regional, community and Indigenous engagement in decision-making processes, as per the policy set out in the Interim Principles for the Review of Pipeline Projects, the Minister of Natural Resources Mandate letter, and the Government's relationships with Indigenous Peoples.

Enhanced engagement will extend into our regulatory lifecycle oversight activities, creating means through which our stakeholders can be informed and active in the processes that impact local land and communities.

The NEB will drive proactive improvement of safety and environmental performance across regulated pipeline companies by improving the quality and scope of performance data we collect and analyze. Connecting our regulatory actions to objective performance data, trends and analysis, will provide an information base from which the NEB can influence systemic changes and improvements in company performance. This in turn will strengthen the Safety Culture and Management System Approach within industry.

Our increased focus on data collection and analysis will feed into the NEB's energy information programs. We will continue to monitor and publish energy system statistics for the benefit of Canadians; moving forward, we will also focus on the collection and collation of pipeline-related information, including regulatory compliance and enforcement data tracked through our Safety and Oversight programs.

All of the initiatives highlighted above will inform and support active and effective engagement with Canadians and Indigenous Peoples. The NEB is building a stakeholder engagement program and an Indigenous engagement program that will build awareness and enhance confidence in our regulatory processes. Our goal is to facilitate diverse, meaningful engagement opportunities with all stakeholders.

The upcoming year will bring change and transformation to many of the NEB's existing business processes. Supported by our expert, dedicated staff, we will continue to diligently examine our own performance and strive to be even better at what we do, while providing open, transparent, public information about our performance and that of Canada's energy industry.

C. Peter Watson, P.Eng. FCAE
Chair and CEO
National Energy Board

Plans at a glance

A modern, efficient, and effective energy regulator

Regulating pipelines must be done in an environmentally responsible way, and requires processes that ensure Canadians' confidence. This includes reflecting regional views in regulatory decisions and processes, and incorporating into our framework environmental science, community development, and Indigenous traditional knowledge and expertise.

Engaging with stakeholders and Indigenous Peoples

Conducting fair and transparent regulatory processes and achieving public trust means addressing environmental, Indigenous Peoples', and local concerns in all of the NEB's activities. In 2017–18, the NEB will continue to incorporate public engagement throughout the lifecycle of energy infrastructure regulation, with a particular focus on Indigenous communities, landowners, and municipalities.

A cooperative and respectful approach to engage with Indigenous Peoples to build and enhance relationships will be emphasized and will help the NEB build knowledge in Indigenous communities and of Indigenous matters, while improving NEB regulatory practices, processes, and information materials.

Providing access to data and information in support of an open and transparent government

In 2017–18, the NEB will increase the use of tools such as social media and data visualization of energy markets information. The NEB will measure Canadians use of NEB energy information for knowledge, research and decision-making and facilitate their access to community-specific NEB-regulated infrastructure information.

This work also supports the government's priority for openness and transparency by increasing the information made publicly available on a variety of energy and pipeline-related topics.

For more information on the NEB's plans, priorities and planned results, see the "Planned results" section of this report.

Areas of Experimentation and Innovation

In alignment with the government's commitment to devote a fixed percentage of program funds to experimenting with new approaches and innovation in program design and delivery, the NEB has identified areas of innovation and experimentation for the organization as depicted below.

In 2017–18, the NEB will devote 2.5% of overall organizational program funds to innovation and experimentation activities.

Taking a leadership role with industry and with regulators to facilitate the advancement of a robust safety culture

- The NEB's Framework for Safety Culture and Safety Culture indicators are the foundation of that leadership role. Our plans include a safety culture indicator pilot in some of our compliance verification activities to gain insights that we can share with industry.

Transparency of Condition Compliance Status

- The NEB has identified enhancements to sustain and improve conditions management by implementing a new condition tracking system to enhance public access to condition statuses and improve compliance tracking procedures. The pilot will be run for the construction compliance and enforcement oversight of the Trans Mountain Expansion project.

Leverage data visualizations and social media

- In alignment with the government's commitment to openness and transparency, build upon data visualization tools to re-imagine how the NEB shares data.
- Support an informed energy dialogue and continue to demonstrate excellence in facilitating Canadians' understanding of the energy landscape.
- Experiment with the use of social media tools to extend the reach of NEB energy data and information.

Raison d'être, mandate and role: who we are and what we do

Raison d'être

The National Energy Board is an independent federal regulator of several parts of Canada's energy industry. It regulates pipelines, energy development and trade in the public interest with safety as its primary concern. The Minister of Natural Resources is responsible for this organization.

Mandate and role

The NEB regulates under the NEB Act, among other things, the construction, operation and abandonment of pipelines that cross provincial or international borders, international power lines and designated interprovincial power lines, imports of natural gas and exports of crude oil, natural gas liquids, natural gas, refined petroleum products, and electricity. The NEB is also charged with providing timely, accurate and objective information and advice on energy matters.

Additionally, in specified areas¹ the Board has regulatory responsibilities for oil and gas exploration and production activities under the NEB Act, Canada Oil and Gas Operations Act (COGOA), the Canada Petroleum Resources Act (CPRA), and the North West Territories' Oil and Gas Operations Act (OGOAT) and Petroleum Resources Act (PRA).

The NEB conducts thorough, science-based environmental assessments during its review of all applications for projects under its jurisdiction. For certain projects, the Board also conducts environmental assessments as required by federal legislation, such as the Canadian Environmental Assessment Act 2012 (CEAA 2012), the Mackenzie Valley Resource Management Act, and the Inuvialuit Final Agreement or the Nunavut Land Claims Agreement. Certain Board inspectors are appointed Health and Safety Officers by the Minister of Labour to administer Part II of the Canada Labour Code as it applies to NEB-regulated facilities and activities.

The NEB also monitors aspects of energy supply, demand, production, development and trade.

The NEB reports to Parliament through the Minister of Natural Resources.

¹ Areas to which such responsibilities relate include Nunavut; Sable Island; the Inuvialuit Settlement Region onshore; that part of the onshore that is under the administration of a federal minister (including Normal Wells Proven area and other miscellaneous parcels); that part of the internal waters of Canada or the territorial sea of Canada that is not situated in a province other than the Northwest Territories, or in that part of the onshore that is not under the administration of a federal minister; and the continental shelf of Canada, but does not include the adjoining area as defined in section 2 of the Yukon Act.

NEB Modernization

The Minister of Natural Resources has been mandated by the Prime Minister to modernize the NEB and to ensure its composition reflects regional views and has sufficient expertise in such fields as environmental science, community development, and Indigenous traditional knowledge.

Natural Resources Canada has launched a review of the NEB's structure, role, and mandate. This is an opportunity to strengthen the regulatory process and ensure that Canada continues to have a modern, efficient and effective regulator. The NEB is committed to supporting this review. The results of the review and resulting decisions will strongly influence future organizational plans.

To accomplish this review, the Government established an Expert Panel to engage Indigenous peoples, interested stakeholders, provinces and territories, as well as the public. The panel expects to deliver a report for the Minister of Natural Resources in 2017 with its findings, conclusions, and recommendations to modernize the NEB. This will include a summary of the input received from the public, Indigenous Peoples, provinces and territories, and any other interested group or organization.

Concurrently, as part of the comprehensive review of environmental and regulatory processes, federal environmental assessment processes are also under review. The review of environmental assessment processes concerns matters related to the Canadian Environmental Assessment Act, 2012. An Expert Panel announced by the Minister of Environment and Climate Change leads this review.ⁱ NEB staff and management have been working closely with other departments to support this review and the renewal of environmental assessment processes. A report of recommendations is due to the Minister of Environment and Climate Change in 2017.

For more general information about the NEB, see the "Supplementary information" section of this report. For more information on the Minister of Natural Resources' mandate letter, including commitments for the NEB, see the Minister's mandate letter on the Prime Minister of Canada's website.ⁱⁱ

Operating context: conditions affecting our work

As part of our drive to regulatory excellence, the NEB has been one of the early adopters of the DRF in 2017–18, and has developed more clearly defined programs, activities and initiatives to establish a baseline for performance measurement. The NEB performance

results will demonstrate to Canadians that the NEB effectively fulfils its mandate by having a strong focus on results.

Regulatory Excellence

As Canada's federal energy regulator, the NEB is striving for regulatory excellence based on a foundation of the following three attributes that are embedded in all that we do:

Stellar Competence – Ensuring that NEB employees have the knowledge, capabilities, and tools required to fully serve the public interest;

Utmost Integrity – Improving our ability to serve the public interest by clarifying governance, while ensuring we work within the applicable legal framework; and

Empathic Engagement – Ensuring that our engagement with the public is transparent and respectful, through strong links to our engagement strategy.

In order to achieve regulatory excellence, the NEB needs to demonstrate management excellence. In 2016-17, the NEB put in place both a Board Member Operating Modelⁱⁱⁱ and Management System. In 2017–18 and going forward, these guiding frameworks will serve as the cornerstones of clearly defined governance and processes for the NEB.

There is an increasingly complex energy dialogue in Canada on the interactions between energy infrastructure, safety and environmental protection. The NEB recognizes the importance of stakeholder contributions to this dialogue and will continue to serve the interests of Canadians and inform stakeholders by providing accessible, credible and transparent energy information.

Key risks: things that could affect our ability to achieve our plans and results

Key risks

Risks	Risk response strategy	Link to the department's Core Responsibilities	Link to mandate letter commitments or to government-wide and departmental priorities
Incident involving NEB-regulated infrastructure Incident involving NEB-regulated infrastructure resulting in a serious injury, fatality or significant environmental damage.	• Completion of Compliance Verification Activities, including inspections and audits, according to risk-informed Compliance Verification Plan and incident trend information. • NEB audits plans are risk-informed and verify that audited companies have effective management systems • Emergency response process utilization with trained staff ready to respond to emergency incidents • Review of Emergency Management Manuals Risk Tolerance: Mitigate Develop and implement specific risk mitigation and action plan; assign resources to minimize risk; monitor implementation. Measurement: Assigned risk ownership and quarterly risk monitoring and reporting to gauge the effectiveness of risk responses.	• Safety and Environment Oversight	• Linked to Government-wide commitment to protect the environment and keep all Canadians safe.

Risks	Risk response strategy	Link to the department's Core Responsibilities	Link to mandate letter commitments or to government-wide and departmental priorities
Strengthening stakeholder relationships Ineffective strategies or actions to strengthen diverse stakeholder relationships (with Indigenous Peoples, landowners, regional interests, industry, Canadians).	Develop and implement Engagement Strategy and associated programs. Risk Tolerance: Mitigate Develop and implement specific risk mitigation and action plan; assign resources to minimize risk; monitor implementation. Measurement: Assigned risk ownership and quarterly risk monitoring and reporting to gauge the effectiveness of risk responses.	Engagement	Linked to Government-wide commitment to strengthen relationships with Indigenous Peoples, and seek public input as it relates to environmental impacts and major resource development projects.

Risks	Risk response strategy	Link to the department's Core Responsibilities	Link to mandate letter commitments or to government-wide and departmental priorities
Incomplete data and information Incomplete data and information due to differing and/or outdated business systems, business rules and processes, which could result in a compromised ability to conduct analysis, deliver on regulatory initiatives, or provide accurate information to the public.	• Develop and implement a comprehensive Data Management Framework • Designate a Data Management Committee and associated roles and responsibilities • Create project plans for data management system enhancements • Develop a road map for identifying, drafting and prioritizing various information systems projects • Automate and simplify business processes. Risk Tolerance: Mitigate Develop and implement specific risk mitigation and action plan; assign resources to minimize risk; monitor implementation. Measurement: Assigned risk ownership and quarterly risk monitoring and reporting to gauge the effectiveness of risk responses.	• Safety and Environment Oversight • Energy Information	• Linked to Government-wide commitment to open and transparent government.

Risks	Risk response strategy	Link to the department's Core Responsibilities	Link to mandate letter commitments or to government-wide and departmental priorities
Disclosure of sensitive information Accidental or intentional disclosure of sensitive information that could impact financial markets, pose a breach of the Government of Canada Policy on Government Security, or lead to a loss of public trust.	- Physical security controls (e.g., access controls, locks, barriers, safes) - Implementation of IT security controls (e.g., firewalls, passwords) and adherence to Shared Services Canada guidelines - Training on aspects of information security provided to staff. - Ongoing training, guidelines, manuals and testing of staff. - IT security improvements based on audit of IT security. Risk Tolerance: Mitigate Develop and implement specific risk mitigation and action plan; assign resources to minimize risk; monitor implementation. Measurement: Assigned risk ownership and quarterly risk monitoring and reporting to gauge the effectiveness of risk responses.	Energy Information	n/a

Risks	Risk response strategy	Link to the department's Core Responsibilities	Link to mandate letter commitments or to government-wide and departmental priorities
Harm to a member of the public, NEB staff or a Board Member An action, conduct, threat or gesture that could cause harm to a member of the public, NEB staff, or a Board Member (for instance, in conducting lifecycle activities, during a hearing, or other engagement activity).	• Hearing security policy and procedures in place. • Increase the use of the NEB Hearing Room • Increase the use of technology in lieu of in-person hearings • Consult with national, regional and local lead security agencies to assist in security risk assessment and applying safeguards Risk Tolerance: Mitigate Develop and implement specific risk mitigation and action plan; assign resources to minimize risk; monitor implementation. Measurement: Assigned risk ownership and quarterly risk monitoring and reporting to gauge the effectiveness of risk responses.	• Energy Adjudication • Safety and Environment Oversight	• Linked to Government-wide commitment to keep all Canadians safe.

Risk Analysis

The safety of Canadians and protection of the environment are key considerations in NEB operations. To reduce safety risks, a proactive approach to incident prevention is critical. That is why all available actions are taken by the NEB to protect the environment and the public with an emphasis on learning from past incidents and reducing future incidents. This is aided by a focus on data collection and analysis, while making information about pipeline safety performance available to Canadians. Compiling information on company performance helps the NEB to establish trends and assess the appropriate level of oversight needed. The NEB will use trend information to direct its resources towards improving performance of companies through management systems and ultimately the performance of the industry.

Risk-based compliance verification planning

As a key element of proactive incident prevention, the NEB compiles information on regulated company performance for the purposes of establishing trends, and for assessing the amount of oversight required in the future. The results of compliance verification activities are used along with other inputs, such as incident data, to inform the NEB's compliance plan for the coming year.

NEB processes are increasingly seen as an avenue to voice concerns over the future of energy in Canada. There is a risk that increased public interest of the type that escalates to disruption or threats may result in harm to members of the public, NEB staff, or a Board Member. The NEB will always provide an opportunity for Canadians to be heard, and conducting NEB business in a secure manner is paramount to ensuring safety to individuals and the right to be heard with respect.

Increased public interest in energy information has been a primary determinant of the NEB's ramped up efforts to efficiently supply accessible and transparent data. Enhancing current systems and processes, while streamlining data and information management practices, will reduce the risk of incomplete data and information. Relatedly, it is important to protect the data and information the NEB manages. Accidental or intentional disclosure of sensitive information has the potential to impact financial markets, pose a breach of the Government of Canada Policy on Government Security, or lead to a loss of public trust. Physical and information technology security controls and improvements, coupled with ongoing employee training on proper information management practices, will help to mitigate this risk.

Seeking to strengthen relations with Indigenous Peoples as well as landowners, regional representatives, industry, and Canadians is aligned with a broader Government-wide commitment, and, for the NEB is critical to seeking public input on major resource developments and potential environmental impacts. Any dialogue on energy infrastructure, safety and environmental protection must recognize the unique needs of all NEB stakeholder relationships. Implementing a public engagement strategy that includes a plan for meeting the distinct engagement needs of differing groups, combined with a regional NEB presence, will facilitate relationship-building now and into the future. Engagement with our stakeholders incorporates both educating about energy information, regulatory processes and the NEB's role as a lifecycle regulator, and also incorporating stakeholder concerns into our own understanding of their views.

Planned results: what we want to achieve this year and beyond

Core Responsibilities

Energy Adjudication

Description

Making decisions or recommendations to the Governor in Council on applications, which include environmental assessments, using processes that are fair, transparent, timely and accessible. These applications pertain to pipelines and related facilities, international power lines, tolls and tariffs, energy exports and imports, and oil and gas exploration and drilling in certain northern and offshore areas of Canada.

Program: Infrastructure, Tolls and Export Applications

The National Energy Board (NEB) makes decisions and recommendations, which include environmental assessments, on applications to construct, operate, decommission, and abandon pipelines and international and designated interprovincial power lines. The NEB also makes decisions on applications for pipeline tolls and tariffs so that they are just and reasonable, applications related to oil and gas exploration and drilling activities and infrastructure in certain northern and offshore areas of Canada, and applications for the export of oil, natural gas liquids, electricity and the export and import of natural gas. Participants in program processes include the applicant, interveners and commenters, or in the case of formal complaints received by the NEB, all parties to the complaint.

Planning highlights

Key initiatives, activities and actions the NEB plans to take in support of Energy Adjudication include:

- The delivery of the public review process for the TransCanada Energy East and Eastern Mainline projects. The overall review is a comprehensive process that includes multiple streams of regulatory processes, engagement processes, and assessment of upstream greenhouse gas emissions. The projects comprise 4,500 kilometres of pipeline proposed to carry 1.1 million barrels of crude oil per day, and has attracted significant national public interest and participation. The NEB will also adjudicate other pipeline facility applications, toll and tariff applications and complaints, and international power line applications, using both hearing and non-hearing processes.
- The adjudication of applications for energy export and import licenses and orders.

- Activities that directly support the participation of the public and Indigenous groups in public hearings, including ways to better support Indigenous participation.

Program: Participant Funding

The National Energy Board's (NEB) Participant Funding Program provides funding to facilitate the participation of interveners in hearings with respect to new or abandonment projects for pipelines or power lines and Environmental Assessments of designated projects.

Planning highlights

Key initiatives, activities and actions the NEB plans to take in support of Energy Adjudication include

- The administration of the Participant Funding Program – a grants and contributions program that provides direct financial support to eligible participants (such as landowners and non-governmental environmental groups) in public hearings.

These initiatives and activities are guided by our focus on achieving results outlined in the DRF. The NEB seeks to ensure that adjudication processes are fair, timely, transparent, and accessible. As we are early in the implementation of our new program framework, for 2017–18, our focus is on tracking and analyzing performance information to ensure we deliver on the expected results.

The preceding planning highlights support the departmental results of fair, timely, transparent and accessible energy adjudication processes. Associated indicators, targets, and past results are reflected in the Planned Results table in this section.

The associated key risk that could have an impact on carrying out activities under the Energy Adjudication Core Responsibility is an action, conduct, threat or gesture that could cause harm to NEB staff, a Board Member or member of the public (for instance, in conducting lifecycle activities, during a hearing, or other engagement activity). This risk is reflected in the Key Risks section of this report.

Energy Adjudication Core Responsibility planned spending is \$28.33 million and planned FTEs is 121.20 for the 2017–18 fiscal year.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2013-14 Actual results	2014-15 Actual results	2015-16 Actual results
Energy adjudication processes are fair.	Percentage of adjudication decisions overturned on judicial appeal related to procedural fairness.	0%	March 2018	0%	0%	0%
Energy adjudication processes are timely.	Percentage of adjudication decisions and recommendations that are made within legislated time limits and service standards.	100%	March 2018	100%	100%	100%
Energy adjudication processes are transparent.	Percentage of surveyed participants who indicate that adjudication processes are transparent.	75% per project	March 2018	Not available*		
Energy adjudication processes are accessible.	Percentage of surveyed participant funding recipients who agree that participant funding enabled their participation in an adjudication process	90% per project	March 2018	91%	100%	100%

* This indicator shown in the above table on Planned Results for the Energy Adjudication Core Responsibility is new for 2017-18 as part of the transition to the DRF.

Budgetary financial resources (dollars)

2017-18 Main Estimates	2017-18 Planned spending	2018-19 Planned spending	2019-20 Planned spending
28,333,982	28,333,982	20,495,319	20,495,319

Human resources (full-time equivalents)

2017-18 Planned full-time equivalents	2018-19 Planned full-time equivalents	2019-20 Planned full-time equivalents
121.20	120.39	120.39

Information on the NEB's Program Inventory is available in the TBS InfoBase.^{iv}

Safety and Environment Oversight

Description

Setting and enforcing regulatory expectations for National Energy Board-regulated companies over the full lifecycle—construction, operation and abandonment—of energy-related activities. These activities pertain to pipelines and related facilities, international power lines, tolls and tariffs, energy exports and imports, and oil and gas exploration and drilling in certain northern and offshore areas of Canada.

Program: Company Performance

The National Energy Board (NEB) holds its regulated companies accountable for meeting regulatory requirements and project-specific conditions to prevent incidents and provide for the safety of Canadians and the protection of the environment during the construction, operation and abandonment phases of a project lifecycle. This includes requirements for companies to have adequate funds for abandonment. The NEB undertakes risk-based Compliance Verification Activities to determine company compliance with regulatory requirements in the technical areas of security, environmental protection, pipeline integrity, safety management, damage prevention, rights and interests, and financial regulation.

Planning highlights

Key initiatives, activities and actions the NEB plans to take in support of Safety and Environmental Oversight include

- **Improved Trending and Analysis of Safety and Environmental Data.** We are focussing our trending and analysis in order to drive our regulatory oversight (inspections, audits, safety orders, etc.) to the root causes of incidents, near-miss trends, repeat non-compliances and poor company performance. This will enable a more proactive improvement of safety and environmental performance during both pipeline construction and operation. In support of these improvements, we will build procedures to continuously analyze this data, measure trends and feed those findings back into our safety and environmental oversight programs.
- **Major projects construction compliance and enforcement oversight.** With the recent approvals of some large scale pipeline projects including Enbridge Line 3 and the Trans Mountain Expansion, there will be increased focus on construction compliance oversight.
- **Condition Compliance Enhancement Project.** The NEB has completed improvements in conditions management by delivering on its Corrective Action Plan in response to the Office of the Auditor General (OAG) Audit.^v This included enhancing public access to condition statuses and improving compliance

tracking procedures. In addition, the NEB has identified enhancements to sustain and improve conditions management by implementing a new condition tracking system and through improvements in the conditions themselves. The improvements to conditions include ensuring they are measurable, standard where possible, and do not unnecessarily repeat regulation.

Program: Management System and Industry Performance

The performance of the regulated industry results in energy infrastructure that is systematically reliable and safe for people, the environment, and property. The National Energy Board (NEB) requires companies to continually evaluate and improve the effectiveness of their management system and to implement corrective actions to prevent incidents. Where required, the NEB investigates and enforces regulatory requirements to prevent harm and acts to compel learnings for further system improvements. The NEB requires companies to promote a positive safety culture to effectively manage threats to worker health and safety, and process safety. Information acquired from this work is used by the NEB to continually improve its regulations and practices.

Planning highlights

Key initiatives, activities and actions the NEB plans to take in support of Safety and Environmental Oversight include

- Taking a leadership role with industry and with regulators to facilitate the advancement of a robust safety culture. The NEB's Framework for Safety Culture and Safety Culture indicators are the foundation of that leadership role. Our plans include a safety culture indicator pilot in some of our compliance verification activities to gain insights that we can share with industry.
- Strengthening the Management System Approach in industry. The NEB is improving its management system audits with a focus on areas identified through the risk process. The NEB will then be able to provide consistent, concise

Safety Culture

Compliance alone will not achieve the improvements we want in our industry. We cannot write a regulation for every possible situation or scenario that our regulated companies face in the different facilities, locations and environments they operate in. We need the safety culture that will strive to do the right things, the right way, every time – not because a regulation made them, but because we share the common goal of zero incidents.

feedback to the audited companies on the application of their management system and will analyze and share those learnings with all of the regulated companies to improve the management system for everyone. The approach taken by the NEB will be more standardized, include adding more management system indicators to our data sets and allowing collection of additional data on management system weaknesses that can be used in trending and analysis.

Program: Emergency Management

Through its Emergency Management program, the National Energy Board (NEB) holds its regulated companies responsible for anticipating, preventing, managing and mitigating conditions during an emergency and for cleaning up and remediating contamination to NEB requirements and expectations. This also includes requirements for companies to have financial resources to pay for spill costs and damages. The NEB promotes the effectiveness of the broader response through mutual agreements and information sharing with all levels of government, including municipalities and First Responders.

Planning highlights

Key initiatives, activities and actions the NEB plans to take in support of Safety and Environmental Oversight include

- **Remediation Tracking Project.** The NEB currently tracks basic remediation information. However additional data, including costs associated with remediation, need to be tracked in order to determine whether spill clean-up and contamination remediation is conducted in an efficient and effective manner. Along with remediation progress, the process and system will track the monetary impacts incurred by companies as a result of specific types of incidents. This is a brand new data set that the NEB will track and report on in 2017–18.
- **Strengthening the national and regional systems that manage pipeline emergencies.** Work over the past year has been focused on increasing the transparency around company emergency procedures manuals and emergency management programs.^{vi} Going forward, the NEB will directly assess company compliance to sections of the regulations that require that companies effectively interact with municipalities, first responders and other stakeholders. This effort will help the NEB to better understand and strengthen the linkages between the companies that operate the pipelines and the responders or other jurisdictional authorities who will respond to an emergency.

Program: Regulatory Framework

The National Energy Board's (NEB) regulatory framework applies to all core responsibilities and is comprised of applicable Acts, regulations, guidance materials, documents, as well as certificates, orders and other regulatory instruments used to regulate the industry. The NEB develops and communicates regulations, guidance materials, and related processes to regulated companies and the public. The NEB adopts a continual improvement approach and updates elements of its framework based on policy shifts, best practices, and input from stakeholders.

Planning highlights

Key initiatives, activities and actions the NEB plans to take in support of Safety and Environmental Oversight include

- Continually improving the regulatory framework based on policy direction, best practices and input from stakeholders. The NEB uses a regulatory management system that takes a proactive and comprehensive approach for identifying required improvements and systematically adjusting the regulatory framework to support outcomes for safety, security and protection of the environment. The NEB will continue implementation of the Pipeline Safety Act, including the development of cost recovery regulations for designated companies and supporting Natural Resources Canada in the development of pipeline financial requirements regulations. Pending the outcome of the government's review of environmental and regulatory processes, the regulatory framework will be updated to address regulatory changes as required.

The preceding planning highlights support the departmental result of preventing harm to people or the environment, throughout the lifecycle of energy-related activities. Associated indicators, targets, and past results are reflected in the Planned Results table in this section.

The associated key risks that could have an impact on carrying out activities under the Safety and Environment Oversight Core Responsibility are: an incident involving NEB-regulated infrastructure resulting in a serious injury, fatality or significant environmental damage; incomplete data and information due to differing and/or outdated business systems, business rules and processes; and, an action, conduct, threat or gesture that could cause harm to NEB staff, a Board Member or member of the public (for instance, in conducting lifecycle activities, during a hearing, or other engagement activity). These risks are reflected in the Key Risks section of this report.

Safety and Environment Oversight Core Responsibility planned spending is \$22.81 million and planned FTEs are 141.20 for the 2017–18 fiscal year.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2013–14 Actual results	2014–15 Actual results	2015–16 Actual results
Harm to people or the environment, throughout the lifecycle of energy-related activities, is prevented.	Number of incidents related to National Energy Board-regulated infrastructure that harm people or the environment.	0	March 2018	7	10	12
	Percentage change of specific incident types on National Energy Board-regulated infrastructure.	10% decrease	March 2018	12.5% decrease	5.7% increase	5.4% increase
	Percentage change of near misses on National Energy Board-regulated infrastructure.	5% decrease	March 2018	13.3% decrease	38.5% increase	33.3% increase

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
22,807,608	22,807,608	21,503,435	21,503,435

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
141.20	141.66	141.66

Information on the NEB's Program Inventory is available in the TBS InfoBase.^{vii}

Energy Information

Description

Collecting, monitoring, analyzing and publishing information on energy markets and supply, sources of energy, and the safety and security of pipelines and international power lines.

Program: Energy System Information

The National Energy Board (NEB) studies energy systems to inform its regulatory decisions and share energy market information with the public. The scope of NEB energy market reporting is diverse and includes traditional oil, gas and electricity information, as well as renewable energy, the role of emerging technologies, and the links between energy, economic, social, and environmental issues.

Planning highlights

Key initiatives, activities and actions the NEB plans to take in support of Energy Information include

- Collecting, reconciling, and publishing regulatory compliance and enforcement data^{viii} on the NEB website.
- Drafting and publication of timely studies and analyses, including long-term outlooks,^{ix} geographically-based resource assessments,^x market snapshots,^{xi} and topical reports.^{xii}
- Providing analysis to support decisions on regulatory applications before the Board.

Program: Pipeline Information

The National Energy Board (NEB) provides Canadians with information on pipelines including safety and environment issues in which the public is interested.

Planning highlights

Key initiatives, activities and actions the NEB plans to take in support of Energy Information include

- Collecting, reconciling, and publishing pipeline statistics.^{xiii}
- Publishing pipeline-related information, including interactive maps,^{xiv} regulatory compliance and enforcement information,^{xv} and topical explanations.^{xvi}

To enhance the effectiveness and reach of its energy information, the NEB is increasing its use of tools such as social media and data visualization.^{xvii} Adoption of

the DRF performance indicators will facilitate additional analysis and consultation that will allow the NEB's approach to Energy Information to become even more innovative, comprehensive, and systematic.

The preceding planning highlights support the departmental results: Canadians access and use energy information for knowledge, research or decision-making; Canadians have access to community-specific National Energy Board-regulated infrastructure

NEB data visualizations

The launch of the NEB's innovative data visualization tool clarifies complex energy markets information into easily understandable visualizations. With a few clicks, Canadians can see the type and quantity of energy produced and required in every province and territory, and what that energy mix is forecast to look like decades into the future. With more than 200 million unique possibilities, users can customize the tool to their needs to tell the story that most interests them.

The NEB was recently recognized by the Community of Federal Regulators with a CFR Regulatory Excellence Award for Contribution to Innovation in the Regulatory Field for our work in developing data visualizations.

All of the data sets behind the visualizations are available through the Government of Canada's Open

information; and, Canadians have opportunities to collaborate and provide feedback on National Energy Board information products. Associated indicators, targets, and past results are reflected in the Planned Results table in this section.

The associated key risks that could have an impact on carrying out activities under the Energy Information Core Responsibility are: incomplete data and information due to differing and/or outdated business systems, business rules and processes, which could result in a compromised ability to conduct analysis, deliver on regulatory initiatives, or provide accurate information to the public; and, accidental or intentional disclosure of sensitive information that could impact financial markets, pose a breach of the Government of Canada

Policy on Government Security, or lead to a loss of public trust. These risks are reflected in the Key Risks section of this report.

Energy Information Core Responsibility planned spending is \$7.29 million and planned FTEs are 41.42 for the 2017-18 fiscal year.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2013-14 Actual results*	2014-15 Actual results*	2015-16 Actual results*
Canadians access and use energy information for knowledge, research or decision-making.	Number of times the energy information is accessed.	750,000	March 2018	Not available*		623,278
	Percentage of surveyed web users who agree that energy information is useful for knowledge, research or decision-making.	75% are satisfied or mostly satisfied	March 2018	Not available*		
Canadians have access to community-specific National Energy Board-regulated infrastructure information.	Increased information specific to National Energy Board-regulated infrastructure in communities.	5 in 2017-18	March 2018	2	0	3
Canadians have opportunities to collaborate and provide feedback on National Energy Board information products.	Number of opportunities that Canadians have to collaborate and provide feedback on energy information products.	42	March 2018	Not available*		

* These indicators shown in the above table on Planned Results for the Energy Information Core Responsibility are new for 2017-18 as part of the transition to the DRF.

Budgetary financial resources (dollars)

2017-18 Main Estimates	2017-18 Planned spending	2018-19 Planned spending	2019-20 Planned spending
7,289,921	7,289,921	5,755,352	5,755,352

Human resources (full-time equivalents)

2017-18 Planned full-time equivalents	2018-19 Planned full-time equivalents	2019-20 Planned full-time equivalents
41.42	40.56	40.56

Information on the NEB's Program Inventory is available in the TBS InfoBase.^{xviii}

Engagement

Description

Engaging with stakeholders and Indigenous Peoples on topics within the National Energy Board's mandate and role, beyond engagement on specific projects.

As part of its Core Responsibilities, the NEB plans to engage actively and effectively with Canadians and Indigenous Peoples throughout the lifecycle of energy infrastructure projects. A stakeholder engagement program and an Indigenous engagement program are being developed for this purpose. As a result of the activities undertaken through these programs, the NEB and its stakeholders will be better informed about issues relevant to the NEB and its mandate.

Specifically, Canadians and Indigenous Peoples will:

- Have a better understanding of the NEB's mandate, roles, processes, programs as a full life cycle regulator;
- Be aware of NEB actions taken to ensure and improve public safety and environmental protection with respect to regulated infrastructure; and
- Participate in NEB processes and programs that provide them with the opportunity to share their perspectives and provide feedback regarding the NEB and NEB-regulated activities.

Program: Stakeholder Engagement

The National Energy Board (NEB) uses a regional and community approach to engage with stakeholders to build awareness, confidence and responsiveness in the NEB and NEB regulatory processes. The NEB engages with landowners, municipalities and other orders of government, industry, non-governmental organizations, and others. The views and insights gained inform improvements to NEB regulatory practices, processes, and information materials.

Planning highlights

Key initiatives, activities and actions the NEB plans to take in support of Engagement include

- Developing an Engagement Strategy and Policy.
- Developing and implementing a centralized data base to facilitate data capture and reporting on engagement-related activities.

- Identifying and documenting core engagement processes and procedures.

Program: Indigenous Engagement

The National Energy Board (NEB) uses a cooperative and respectful approach to engage with Indigenous Peoples to build and enhance relationships, build NEB knowledge in Indigenous communities and of Indigenous matters, and improve NEB regulatory practices, processes, and information materials.

Planning highlights

Key initiatives, activities and actions the NEB plans to take in support of Engagement include

- To address specific interests identified by Indigenous groups in both the Trans Mountain Expansion Project and the Line 3 Replacement Project, the NEB will support the establishment of Indigenous Monitoring Advisory Committees^{xix}, as announced by the Government of Canada. This includes developing terms of reference and involvement in training and liaison activities over the long term.

The preceding planning highlights support the departmental results: Stakeholders and Indigenous Peoples share their perspectives and provide feedback regarding the National Energy Board mandate and role; and, National Energy Board engagement activities with stakeholders and Indigenous Peoples are meaningful. Associated indicators, targets, and past results are reflected in the Planned Results table in this section.

The associated key risk that could have an impact on carrying out activities in support of the Engagement Core Responsibility is ineffective strategies to strengthen diverse stakeholder relationships (with Indigenous Peoples, landowners, regional interests, industry, Canadians). This risk is reflected in the Key Risks section of this report.

Engagement Core Responsibility planned spending is \$2.53 million and planned FTEs are 15.45 for the 2017–18 fiscal year.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2013–14 Actual results	2014–15 Actual results	2015–16 Actual results
Stakeholders and Indigenous Peoples share their perspectives and provide feedback regarding the National Energy Board mandate and role.	Number of participants in National Energy Board engagement programs.	600	March 2018	Not available*		
National Energy Board engagement activities with stakeholders and Indigenous Peoples are meaningful.	Percentage of surveyed stakeholders who engaged with the National Energy Board who indicate that the engagement was meaningful.	75%	March 2018	Not available*		
	Percentage of surveyed Indigenous Peoples who engaged with the National Energy Board who indicate that the engagement was meaningful.	75%	March 2018	Not available*		

* The indicators shown in the above table on Planned Results for the Engagement Core Responsibility are new for 2017–18 as part of the transition to the DRF.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
2,528,944	2,528,944	3,645,316	3,645,316

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
15.45	13.63	13.63

Information on the NEB's Program Inventory is available in the TBS InfoBase.^{xx}

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Planning highlights

In support of the NEB's Core Responsibilities, Internal Services will continue to undertake and deliver strategic initiatives aimed at augmenting and enhancing operational efforts toward improving effectiveness, efficiency and overall productivity. The following key internal services activities will support the Core Responsibility programs in 2017–18:

- Implement an Internal Services Results Framework.
- Monitor the implementation of the NEB's DRF, including integrating the framework into our planning and budgeting process and financial systems.
- Continue to support and implement the NEB Management System.
- Continue to align NEB's Enterprise Resource Planning, financial management and procurement processes and systems with Government of Canada-wide standards established by Treasury Board (e.g. Phoenix pay system, MyGCHR, SAP, Green Procurement, and Integrity Regime).
- Develop and implement a comprehensive Data Management Framework.
- Provide consistent identification, evaluation, and treatment of security risks across the NEB.
- Strengthen the NEB security awareness program and security management and governance processes to maintain organizational resilience.

The associated key risks that could have an impact on carrying out Internal Services activities are: an action, conduct, threat or gesture that could cause harm to NEB staff, a Board Member or member of the public (for instance, in conducting lifecycle activities, during a hearing, or other engagement activity); and, accidental or intentional disclosure of sensitive information that could impact financial markets, pose a breach of the Government of Canada Policy on Government Security, or lead to a loss of public trust. These risks are reflected in the Key Risks section of this report.

Internal Services planned spending is \$18.88 million and planned FTEs are 133.58 for the 2017–18 fiscal year.

Budgetary financial resources (dollars)

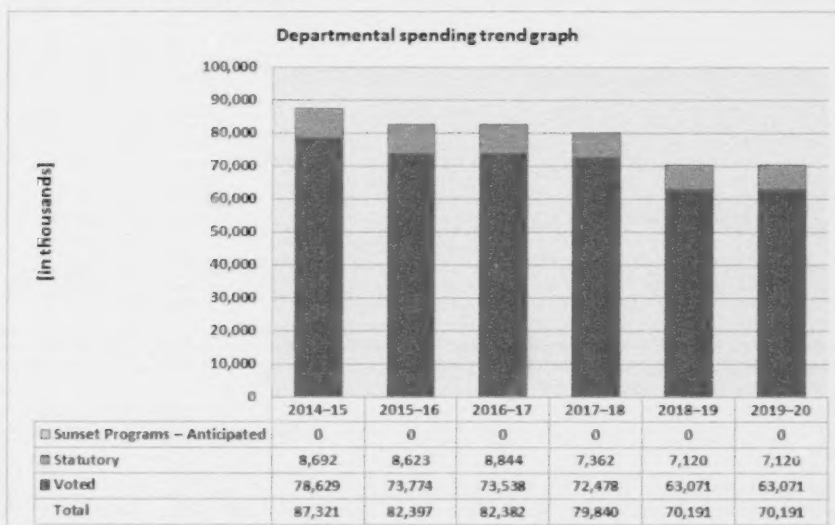
2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
18,879,531	18,879,531	18,791,809	18,791,809

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
133.58	128.37	128.37

Spending and human resources

Planned spending



Budgetary planning summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2014-15 Expenditures ^(a)	2015-16 Expenditures ^(b)	2016-17 Forecast spending ^(c)	2017-18 Main Estimates	2017-18 Planned spending	2018-19 Planned spending	2019-20 Planned spending
Energy Adjudication	See table note (a)	See table note (b)	See table note (c)	28,333,982	28,333,982	20,495,319	20,495,319
Safety and Environment Oversight				22,807,608	22,807,608	21,503,435	21,503,435
Energy Information				7,289,921	7,289,921	5,755,352	5,755,352
Engagement				2,528,944	2,528,944	3,645,316	3,645,316
Subtotal	51,877,883	52,203,436	54,361,076	60,960,455	60,960,455	51,399,422	51,399,422
Internal Services	35,443,200	30,193,132	28,021,243	18,879,531	18,879,531	18,791,809	18,791,809
Total	87,321,083	82,396,568	82,382,319	79,839,986	79,839,986	70,191,231	70,191,231

(a) The NEB has transitioned to a new DRF structure for 2017-18. Expenditures aligned with the former Program Alignment Architecture (PAA) for **2014-15** are available in the 2014-15 NEB Departmental Performance Report.^{xxi}

(b) The NEB has transitioned to a new DRF structure for 2017-18. Expenditures aligned with the former Program Alignment Architecture (PAA) for **2015-16** are available in the 2015-16 NEB Departmental Performance Report.^{xxii}

(c) **2016-17 Forecast Spending** by PAA program is as follows:

Energy Regulation Program:	\$48,387,120
Energy Information Program:	\$5,973,956
Internal Services:	\$28,021,243

The decrease of approximately \$2.5 million in planned spending in fiscal year 2017–18 compared to forecast spending in fiscal year 2016–17 is mainly attributed to the decrease in funding related to Budget 2012 Pipeline Safety Program (\$5.1 million) and Budget 2014 Regulatory Review of Mega Projects (\$2.1 million), partially offset by an increase in funding related to Budget 2016 Interim Strategy on Pipelines Program (\$4.7 million).

The decrease of approximately \$9.6 million in planned spending in fiscal year 2018–19 compared to planned spending in fiscal year 2017–18 is mainly attributed to a decrease in funding related to Budget 2016 Interim Strategy on Pipelines Program ending at the end of fiscal year 2017–18 (\$4.7 million), a decrease in the re-profiled funding primarily for Budget 2014 Mega Hearings ending at the end of fiscal year 2017–18 (\$4.2 million), a decrease in funding related to Budget 2015 Energy Transportation Infrastructure (\$4.0 million), as well as a decrease in funding related to Budget 2012 Pipeline Safety (\$1.0 million).

The NEB is funded through Parliamentary appropriations. The Government of Canada currently recovers approximately 97 per cent of the appropriation from the industry the Board regulates. All collections from cost recovery invoices are deposited to the account the Receiver General for Canada and credited to the Consolidate Revenue Fund.

Pipeline and power line companies regulated by the NEB (authorized under the NEB Act) are subject to cost recovery. Applications before the Board for new facilities are not subject to cost recovery until the facility is placed into service, unless the company does not have any prior facilities regulated by the Board in which case a one-time levy is assessed following the authorization of construction.

Cost recovery is carried out on a calendar year basis.

Planned human resources

Human resources planning summary for Core Responsibilities and Internal Services
(full-time equivalents)

Core Responsibilities and Internal Services	2014–15 Full-time equivalents ^(a)	2015–16 Full-time equivalents ^(b)	2016–17 Forecast full-time equivalents ^(c)	2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
Energy Adjudication	See table note (a).	See table note (b).	See table note (c).	121.20	120.39	120.39
Safety and Environment Oversight				141.20	141.66	141.66
Energy Information				41.42	40.56	40.56
Engagement				15.45	13.63	13.63
Subtotal	338.5	299.6	305.73	319.27	316.23	316.23
Internal Services	102.1	157.9	163.80	133.58	128.37	128.37
Total	440.6	457.5	469.53	452.85	444.60	444.60

- (a) The NEB has transitioned to a new DRF structure for 2017–18. FTEs aligned with the former Program Alignment Architecture (PAA) for **2014–15** are available in the 2014–15 NEB Departmental Performance Report.^{xxiii}
- (b) The NEB has transitioned to a new DRF structure for 2017–18. FTEs aligned with the former Program Alignment Architecture (PAA) for **2015–16** are available in the 2015–16 NEB Departmental Performance Report.^{xxiv}
- (c) **2016–17** Forecast FTEs by PAA program is as follows:
- | | |
|-----------------------------|--------|
| Energy Regulation Program: | 267.04 |
| Energy Information Program: | 38.69 |
| Internal Services: | 163.80 |

The decrease of approximately 17 full-time planned human resources in fiscal year 2017–18 compared to forecast human resources in fiscal year 2016–17 is mainly attributed to the decrease in funding related to Budget 2012 Safety Program and Budget 2014 Regulatory Review of Mega Projects. The decrease of approximately 8 full-time equivalents in planned human resources in fiscal year 2018–19 compared to planned human resources in fiscal year 2017–18 is mainly attributed to the Budget 2016 Interim Strategy on Pipelines and Budget 2014 Mega Hearings ending at the end of fiscal year 2017–18.

Estimates by vote

For information on the NEB's organizational appropriations, consult the 2017–18 Main Estimates.^{xxv}

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the NEB's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the NEB's website.^{xxvi}

Future-Oriented Condensed Statement of Operations for the year ended March 31, 2018 (dollars)

Financial information	2016–17 Forecast results	2017–18 Planned results	Difference (2017–18 Planned results minus 2016–17 Forecast results)
Total expenses	99,234,413	96,328,839	(2,905,574)
Total revenues	-	-	-
Net cost of operations before government funding and transfers	99,234,413	96,328,839	(2,905,574)

2017–18 planned expenses are \$96.3 million, a decrease of \$2.9 million over the 2016–17 forecasted expenses of \$99.2 million. This is primarily due to the following:

- a decrease of \$2.5 million between 2016–17 forecasted expenditures and 2017–18 planned expenditures is mainly attributed to the decrease in funding related to Budget 2012 Safety Program and Budget 2014 Regulatory Review of Mega Projects, partially offset by an increase in funding related to Budget 2016 Interim Strategy on Pipelines Program;

- a decrease of services provided without charge of \$0.7 million which relates to a decreased employee benefit plan rate, which is provided by Treasury Board; and
- an increase of amortization of \$0.3 million relates to increased planned capital acquisition.

Supplementary information

Corporate information

Organizational profile

Appropriate minister:

The Honourable Jim Carr, P.C., M.P.

Institutional head:

C. Peter Watson, P.Eng. FCAE

Ministerial portfolio:

Natural Resources

Enabling instrument(s):

National Energy Board Act^{xxvii} (NEB Act)

Year of incorporation / commencement:

1959

Headquarters:

Calgary, Alberta

Regional Offices:

Montréal, Québec

Vancouver, British Columbia

Yellowknife, Northwest Territories

Reporting framework

The NEB's Departmental Results Framework and Program Inventory of record for 2017–18 are shown below:

Departmental Results Framework										
Core Responsibility 1: Energy Adjudication		Core Responsibility 2: Safety and Environment Oversight		Core Responsibility 3: Energy Information		Core Responsibility 4: Engagement				
Departmental Result: Energy Adjudication processes are fair.	Indicator: Percentage of adjudication decisions overturned on judicial appeal related to procedural fairness.	Departmental Result: Harm to people or the environment, throughout the lifecycle of energy-related activities, is prevented.	Indicator: Number of incidents related to National Energy Board-regulated infrastructure that harm people or the environment.	Departmental Result: Canadians access and use energy information for knowledge, research or decision-making.	Indicator: Number of times the energy information is accessed.	Indicator: Percentage of surveyed web users who agree that energy information is useful for knowledge, research or decision-making.	Departmental Result: Stakeholders and Indigenous Peoples share their perspectives and provide feedback regarding the National Energy Board mandate and role.	Indicator: Number of participants in National Energy Board engagement programs.		
	Departmental Result: Energy Adjudication processes are timely.									Indicator: Percentage of adjudication decisions and recommendations that are made within legislated time limits and service standards.
	Departmental Result: Energy Adjudication processes are transparent.									Indicator: Percentage of surveyed participants who indicate that adjudication processes are transparent.
	Departmental Result: Energy Adjudication processes are accessible.									Indicator: Percentage of surveyed participant funding recipients who agree that participant funding enabled their participation in an adjudication process.
			Indicator: Percentage change of specific incident types on National Energy Board-regulated infrastructure.	Departmental Result: Canadians have access to community-specific National Energy Board-regulated infrastructure information.	Indicator: Increased information specific to National Energy Board-regulated infrastructure in communities.	Departmental Result: National Energy Board engagement activities with stakeholders and Indigenous Peoples are meaningful.	Indicator: Percentage of surveyed stakeholders who engaged with the National Energy Board who indicate that the engagement was meaningful.	Internal Services		
			Indicator: Percentage change of near misses on National Energy Board-regulated infrastructure.	Departmental Result: Canadians have opportunities to collaborate and provide feedback on National Energy Board information products.	Indicator: Number of opportunities that Canadians have to collaborate and provide feedback on energy information products.		Indicator: Percentage of surveyed Indigenous Peoples who engaged with the National Energy Board who indicate that the engagement was meaningful.			
Program: Infrastructure, Tolls and Export Applications		Program: Company Performance		Program: Energy System Information		Program: Stakeholder Engagement				
Program: Participant Funding		Program: Management System and Industry Performance		Program: Pipeline Information		Program: Indigenous Engagement				
		Program: Emergency Management								
		Program: Regulatory Framework								
Program Inventory										

Concordance between Departmental Results Framework and Program Inventory, 2017-18, and Strategic Outcome and Program Alignment Architecture, 2016-17

2017-18 Departmental Results Framework and Program Inventory of record	2016-17 Strategic Outcomes and Program Alignment Architecture of record	Percentage of Program Alignment Architecture program (dollars) corresponding to new program in the Program Inventory
Core Responsibility 1: Energy Adjudication	Strategic Outcome 1: The regulation of pipelines, power lines, energy development and energy trade contributes to the safety of Canadians, the protection of the environment and efficient energy infrastructure and markets, while respecting the rights and interests of those affected by NEB decisions and recommendations.	
Program 1.1: Infrastructure, Tolls and Export Applications	1.1.2 Sub-Program: Energy Regulation Implementation, Compliance Monitoring and Enforcement	44%
Program 1.2: Participant Funding	1.1.2 Sub-Program: Energy Regulation Implementation, Compliance Monitoring and Enforcement	12%
Core Responsibility 2: Safety and Environment Oversight	Strategic Outcome 1: The regulation of pipelines, power lines, energy development and energy trade contributes to the safety of Canadians, the protection of the environment and efficient energy infrastructure and markets, while respecting the rights and interests of those affected by NEB decisions and recommendations.	
Program 2.1: Company Performance	1.1.2 Sub-Program: Energy Regulation Implementation, Compliance Monitoring and Enforcement	29%
Program 2.2: Management System and Industry Performance	1.1.2 Sub-Program: Energy Regulation Implementation, Compliance Monitoring and Enforcement	7%
Program 2.3: Emergency Management	1.1.2 Sub-Program: Energy Regulation Implementation, Compliance Monitoring and Enforcement	3%
Program 2.4: Regulatory Framework	1.1.1 Sub-Program: Energy Regulation Development	100%
Core Responsibility 3: Energy Information	Strategic Outcome 1: The regulation of pipelines, power lines, energy development and energy trade contributes to the safety of Canadians, the protection of the environment and efficient energy infrastructure and markets, while respecting the rights and interests of those affected by NEB decisions and recommendations.	

Program 3.1: Energy System Information	1.2 Program: Energy Information	82%
Program 3.2: Pipeline Information	1.2 Program: Energy Information	18%
Core Responsibility 4: Engagement	Strategic Outcome 1: The regulation of pipelines, power lines, energy development and energy trade contributes to the safety of Canadians, the protection of the environment and efficient energy infrastructure and markets, while respecting the rights and interests of those affected by NEB decisions and recommendations.	
Program 4.1: Stakeholder Engagement	1.1.2 Sub-Program: Energy Regulation Implementation, Compliance Monitoring and Enforcement	3%
Program 4.2: Indigenous Engagement	1.1.2 Sub-Program: Energy Regulation Implementation, Compliance Monitoring and Enforcement	2%
Internal Services	Internal Services	100%

The NEB has transitioned from its current Strategic Outcome and Program Alignment Architecture, required under the former Policy on Management Resources and Results Structures, to the new DRF, required by the Policy on Results. The new DRF improves the NEB's ability to transparently report on its performance across the full lifecycle of energy infrastructure projects. This is achieved by differentiating between the components of the NEB's legislated mandate: Energy Adjudication, Safety and Environmental Oversight, and Engagement, and commits the organization to delivering meaningful results for Canadians in each of these areas. The new framework also enables the NEB to highlight the important role the agency plays. This role is reflected in the Energy Information Core Responsibility. The new NEB results framework supports the government's commitment to improve the achievement of results across government and enhance understanding of the results government seeks to achieve, does achieve, and the resources used to do so.

Supporting information on lower-level programs

Supporting information on planned expenditures, human resources, and results related to the NEB's Program Inventory is available in the TBS InfoBase.^{xxviii}

Supplementary information tables

The following supplementary information tables are available on the NEB's website.^{xxix}

- ▶ Disclosure of transfer payment programs of \$5 million or more
- ▶ Upcoming evaluations over the next five fiscal years
- ▶ Upcoming internal audits for the coming fiscal year

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures.^{xxx} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information



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Appendix A: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (Plan ministériel)

Provides information on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (Rapport sur les résultats ministériels)

Provides information on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2017–18 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiatives (initiative horizontale)

A horizontal initiative is one in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (e.g. by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

Management, Resources and Results Structure (Structure de la gestion, des ressources et des résultats)

A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

plans (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities (priorité)

Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program (programme)

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes)

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

results (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i. Review of Environmental and Regulatory Processes, <https://www.canada.ca/en/services/environment/conservation/assessments/environmental-reviews.html>
- ii. The Minister's mandate letter, <http://pm.gc.ca/eng/mandate-letters>
- iii. NEB Governance, <https://www.neb-one.gc.ca/bts/wlwr/gvrmnc/index-eng.html>
- iv. TBS InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v. NEB Corrective Actions in response to Office of the Auditor General Audit – Tracking Table – Fall 2015 Report of the Commissioner of the Environment and Sustainable Development, Oversight of Federally Regulated Pipelines, <https://www.neb-one.gc.ca/bts/pblctn/dtrprtndbnfnnclsttmnt/nbrspns2016-eng.html>
- vi. Emergency management program requirements for companies, <https://www.neb-one.gc.ca/sftnvrmmnt/mrgnc/mrgncmgmntprgrmrqrmts/index-eng.html>
- vii. TBS InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii. Statistics and Analysis, <http://www.neb.gc.ca/nrg/sttstc/index-eng.html>
- ix. For example, see Canada's Energy Future: <http://www.neb-one.gc.ca/nrg/ntgrtd/ft/index-eng.html>
- x. For example, see The Unconventional Gas Resources of Mississippian-Devonian Shales in the Liard Basin of British Columbia, the Northwest Territories, and Yukon: <http://www.neb-one.gc.ca/nrg/sttstc/nrlgs/rprt/ltnptntlbenwtkn2016/index-eng.html>
- xi. Market Snapshots, <http://www.neb-one.gc.ca/nrg/ntgrtd/mrkt/snpsht/index-eng.html>
- xii. For example, see Canada's Pipeline Transportation System 2016, <http://www.neb-one.gc.ca/nrg/ntgrtd/transprt/index-eng.html>
- xiii. For example, see Safety and Environmental Performance Dashboard, <http://www.neb-one.gc.ca/sftnvrmmnt/sft/dshbrd/dshbrd-eng.html>
- xiv. For example, see Interactive Incident Map, <http://www.neb-one.gc.ca/sftnvrmmnt/sft/dshbrd/mp/index-eng.html>
- xv. Compliance and Enforcement, <http://www.neb-one.gc.ca/sftnvrmmnt/cmplnc/index-eng.html>
- xvi. For example, see Emergency Management, <https://www.neb-one.gc.ca/sftnvrmmnt/mrgnc/index-eng.html>
- xvii. Exploring Canada's Energy Future data visualization, <https://apps2.neb-one.gc.ca/dvs/?page=landingPage&language=en>
- xviii. TBS InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xix. Government of Canada announces pipeline plan that will protect the environment and grow the economy, <http://news.gc.ca/web/article-en.do?nid=1162449>
- xx. TBS InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxi. NEB Departmental Performance Report 2014-15, <http://www.neb-one.gc.ca/bts/pblctn/dprtmntlprfrmncrprt/2014-2015/index-eng.html>
- xxii. NEB Departmental Performance Report 2015-16, <http://www.neb-one.gc.ca/bts/pblctn/dprtmntlprfrmncrprt/2015-2016/index-eng.html>
- xxiii. NEB Departmental Performance Report 2014-15, <http://www.neb-one.gc.ca/bts/pblctn/dprtmntlprfrmncrprt/2014-2015/index-eng.html>
- xxiv. NEB Departmental Performance Report 2015-16, <http://www.neb-one.gc.ca/bts/pblctn/dprtmntlprfrmncrprt/2015-2016/index-eng.html>
- xxv. 2017–18 Main Estimates, <http://www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gepme-pdgbpd/index-eng.asp>
- xxvi. National Energy Board, <http://www.neb-one.gc.ca/bts/pblctn/plnprtr/index-eng.html>
- xxvii. National Energy Board Act, <http://laws-lois.justice.gc.ca/eng/acts/N-7/index.html>
- xxviii. TBS InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxix. National Energy Board, <http://www.neb-one.gc.ca/bts/pblctn/plnprtr/index-eng.html>
- xxx. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>